This is us
Nursing summary report:
Haymarket Medical Center and Prince William Medical Center

2018-2019
Message from the chief nursing officer:

I feel very privileged to serve as your chief nursing officer. As we begin a new year and a new decade, it is a wonderful time to reflect on all the accomplishments of nursing.

2020 has been designated as the “Year of the Nurse” in honor of the 200th anniversary of Florence Nightingale’s birth. She provided an annual letter or address to the nurses who were in training and those who had graduated. In her 1872 address, Nightingale wrote:

“For us who nurse, our nursing is a thing, which, unless in it we are making progress every year, every month, every week, take my word for it we are going back.”

The Novant Health UVA Health System Prince William Medical Center and Haymarket Medical Center 2018-2019 Nursing Summary Report is a testimonial to the progress that has been accomplished by all who have accepted the calling to not only care but be caring to those who come to us for comfort and healing.

Thank you for all you do for our patients, their families, our community and the team members we are honored to share this calling with.

Kathy Campbell, MSN, MPA, RN
chief nursing officer
Novant Health UVA Health System
Prince William Medical Center
Haymarket Medical Center
Mission
Novant Health UVA Health System exists to improve the health of communities one person at a time.

Vision
We, the Novant Health UVA Health System team, will deliver the most remarkable patient experience in every dimension, every time.

- Authentic personalized relationships
- Affordability
- Quality
- Voice and choice
- Safety
- Easy for me

Values
- Diversity and Inclusion
- Teamwork
- Personal excellence
- Courage
- Compassion

Our people
We are an inclusive team of purpose-driven people inspired and united by our passion to care for each other, our patients and our communities.

Our promise
We are making your healthcare experience remarkable. We will bring you world-class clinicians, care and technology — when and where you need them. We are reinventing the healthcare experience to be simpler, more convenient, and more affordable, so that you can focus on getting better and staying healthy.
Novant Health UVA Health System locations:

- Novant Health UVA Health System Cancer Center
- Novant Health UVA Health System Caton Merchant House
- Novant Health UVA Health System Culpeper Medical Center
- Novant Health UVA Health System Haymarket Medical Center
- Novant Health UVA Health System Prince William Medical Center
- Novant Health UVA Health System Medical Group

Connecting you to care

- Quality care when and where you need it
- Easy-to-access physicians and a variety of options of care
- Highly skilled specialists, advanced treatments options and access to clinical trials
- Access to academic medical center expertise, subspecialty care and potential breakthrough treatments
- Working together to implement best practices, advance our population health strategy and lower healthcare costs
Volunteers: 912
ER treatment rooms: 78
Medical group locations: 30
Operating rooms: 13
ER visits: 104,433
Team members: 2,453
Hospital beds: 260
Babies born: 2,479
Providers: 925
Surgeries performed: 11,772

Data based on 2019 statistics provided by Novant Health UVA Health System
Northern Virginia Market in 2019

Total population: 734,279

Household income:
- <$15k: 0%
- $15-25k: 5%
- $25-50k: 10%
- $50-75k: 15%
- $75-100k: 20%
- $100-200k: 25%
- <$200k: 30%

Education:
- Less than high school: 6%
- Some high school: 6%
- High school degree: 28%
- Some college/associate degree: 36%
- Bachelor’s degree or greater: 24%
Age groups

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percent</th>
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<tbody>
<tr>
<td>0-17</td>
<td>26%</td>
</tr>
<tr>
<td>18-24</td>
<td>9%</td>
</tr>
<tr>
<td>25-34</td>
<td>13%</td>
</tr>
<tr>
<td>35-44</td>
<td>14%</td>
</tr>
<tr>
<td>45-54</td>
<td>14%</td>
</tr>
<tr>
<td>55-64</td>
<td>12%</td>
</tr>
<tr>
<td>65-74</td>
<td>8%</td>
</tr>
<tr>
<td>75</td>
<td>4%</td>
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</table>

Ethnicity/race

- White: 51%
- Hispanic/Latino: 21%
- Black/African American: 15%
- Asian and Pacific Islander: 9%
- Other: 4%

Language

- Spanish at home: 16%
- Other languages at home: 12%
- Only English at home: 72%

Percentages may not total 100% due to rounding.
Source: Sg2 2019 population estimates
Nursing by the numbers

### Student Nurse Apprentice Program
The Student Nurse Apprentice Program (SNAP) is a 10-week summer program to enhance skills completed by rising senior nursing students. Many SNAPs return as registered nurse residents and/or remain on as part-time or short-term technical assistants as they finish their nursing program. From 2018 to 2019, 20 SNAPs were hired through this program.

### New Grad Residency Program
The New Grad Residency Program for registered nurses kicked off in Virginia in July 2017. This 12-month program is designed to transition the new nurse into professional practice through scheduled, interactive learning sessions, a guided preceptorship and socialization opportunities. In 2018, there was a 69 percent retention rate after one year. In 2019, that retention rate increased to 95 percent. In 2020, this program will be coordinated by Magnet Program Manager Kathy Garrison in collaboration with department nurse managers.

### Highest nursing education degrees
<table>
<thead>
<tr>
<th>Degrees</th>
<th>Diploma/associate degree</th>
<th>Bachelor’s degree</th>
<th>Master’s degree</th>
<th>Doctorate</th>
<th>Advanced Practice Registered Nurse</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prince William</td>
<td>127</td>
<td>210</td>
<td>35</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>113</td>
<td>208</td>
<td>26</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Haymarket</td>
<td>39</td>
<td>70</td>
<td>11</td>
<td>1</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>67</td>
<td>60</td>
<td>8</td>
<td>—</td>
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</tr>
</tbody>
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### New Grad Residency Program, by specialty

<table>
<thead>
<tr>
<th>Specialty</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavioral health</td>
<td>8</td>
<td>—</td>
</tr>
<tr>
<td>Critical care unit</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Emergency department</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Medical services unit</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Operating room/post-anesthesia care unit</td>
<td>—</td>
<td>—</td>
</tr>
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Acute Care Nursing Clinical Ladder

A new, system-wide Acute Care Nursing Clinical Ladder program launched in January 2017 to recognize the expertise of the acute-care nurses who practice at the bedside. These nurses provide clinical leadership and take on tasks and projects that enhance patient care and quality outcomes throughout the organization.

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<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Received Level 3</td>
<td>18</td>
<td>9</td>
<td>26</td>
<td>33</td>
</tr>
<tr>
<td>Received Level 4</td>
<td>4</td>
<td>7</td>
<td>32</td>
<td>36</td>
</tr>
<tr>
<td>Received Level 5</td>
<td>5</td>
<td>6</td>
<td>9</td>
<td>26</td>
</tr>
<tr>
<td>Total number of successful Clinical Ladder applications</td>
<td>27</td>
<td>22</td>
<td>67</td>
<td>95</td>
</tr>
</tbody>
</table>

National Certification Day

Certified nurses were celebrated in March with a continental breakfast at both Haymarket Medical Center (26 registered nurses) and Prince William Medical Center (83 registered nurses).

Turnover rates

The nursing department turnover rate dropped significantly at Prince William Medical Center in 2019. Vacancies were filled and new positions were added at both Haymarket Medical Center and Prince William Medical Center to meet the needs of area patients.
Patient safety

Patient safety and quality huddles
In January 2019, the concept of “Always Patient Ready” was introduced as Prince William Medical Center prepared for its Triannual Joint Commission (TJC) survey. Using these five separate tools changed the culture of safety across the organization and helped secure a successful TJC survey without any conditional findings in July 2019. Tools include:

- “Focus of the Day” publications
- Daily department checklists
- In-person safety huddles
- Scavenger hunts
- Leader rounding

The implementation of the in-person safety huddle has led to:

- Improved interdepartmental cooperation
- Efficient use of time for sharing safety-event reports from the last 24 hours and planned actions to address those concerns
- Assigned accountability and responsibility for actions and follow-up reports in a timely manner:
  - Individual(s) assigned to each concern
  - In-person conversations in real time
  - Specific date mutually established for status updates/resolution
  - White boards utilized to track progress on each safety and quality concern
Many councils had new chairs and facilitators in 2019, making it a year of transition. A special council for technical assistants was also piloted at the request of team members.

**Coordinating Council**
The Coordinating Council collaborates with the chief nursing officer and the chairs/facilitators of all councils to effect changes.

**Partners’ Council**
The Partners’ Council coordinated several community-support, wellness and nursing-recognition events (including the quarterly DAISY Award) in 2018-2019:

- A full-day symposium with Joanne Duffy as keynote speaker (February)
- National Drug Take Back Day (April and October)
- Relay for Life (May)
- Nurses’ Week baskets and activities (May)
- School supplies drive (September)
- Annual food drive (November)
- Coat drive (November and December)
- Employee giving tree (December)
- Remarkable YOU community screenings (ongoing)

**Research Council**
The Research Council promotes evidence-based practice, performance improvement and nursing research through educational activities and support from Novant Health Nurse Scientist Gloria Walters. Activities for 2019 included:

- Completion of many performance improvement projects
- Research Boot Camp
- Annual Novant Health Research Symposium
- Four local research projects were in various stages of development and completion at Prince William Medical Center and Haymarket Medical Center
Professional Practice and Development Council

The Professional Practice and Development Council promotes professional growth and education at the unit and department level. The council also is responsible for promoting, developing and reviewing policies that interact with nursing. In 2019, the council:

- Reviewed and submitted comments on any new and under-review nursing policies to reflect practice requirements in the Novant Health UVA Health System
- Collaborated with clinical education and other shared governance councils in support of educational initiatives including the in-house nursing symposiums
- Supported nursing specialty certifications, tuition reimbursement processes and recognition including National Certification Day
- Supported acute-care Clinical Ladder program applicants and Novant Health UVA Health System chairpersons on the Clinical Ladder program review team

Safety and Quality Council

The Safety and Quality Council supports the bedside nurse by promoting compliance with best practices and evidence-based care to ensure best patient quality outcomes.

Activities for 2018-2019:

- Reviewed score cards and quality data on a monthly basis
- Collaborated with The Professional Practice and Development and Research councils on projects to improve safety and quality measures
- Collaborated with infection-prevention and pharmacy departments to improve safety and quality of care
  - Standardized the Code Cart locking and restocking processes
- Established Pyxis MedStation kits. These kits improve efficiency and decrease medication errors
  - Supported pressure prevention and quarterly wound rounds
  - Evaluated fall rates within each facility looking for trends and ensuring fall-prevention interventions are properly implemented
The patient and family are at the center of nursing practice, reflecting our ongoing commitment to remarkable nursing care.

Gentle and caring nursing hands support the patient and family to represent the relationship-based care nurses provide, and the Duffy’s Quality Caring Model is included because it provides the base for all nursing practice.

The shared governance councils surround the center of the circle to show how they provide the structure, collaboration, development and communication for nursing practice.

The outer circle shows the organizational support for nursing and the alignment of our nursing practice to the corporate values and the Novant Health UVA Health System vision of a remarkable patient experience, in every dimension, every time.
Nursing symposiums

- **Opioid Crisis Across the Continuum of Healthcare** (April 6): More than 70 attendees including nurses and nursing students from outside of the Novant Health UVA Health System

- **The Art & Science of Nursing “Breaking Out the Leader in YOU”** (Sept. 13): More than 50 registered nurses used ZOOM technology to attend virtually

Innovations and technology (2018-2019)

- Interoperability of IV infusion pumps (January 2018)

- Dimensions upgrades: e-cigarettes were added to patient-history admission assessments after a suggestion from Prince William Medical Center emergency room nurse (April 2019)

- Added an avatar for documentation of locations for lines, drains and airways in Dimensions

- Rover with barcode scanning to include medications, specimen collections and blood products (Spring 2018)

- Glucommander (Summer 2018)

- ZOOM Video Conferencing and Mobile Chat increasing access to remote events (September 2018)

- In support of the core value of diversity and inclusion, gender-identity documentation was enhanced in Dimensions to allow legal sex, gender identity and sex assigned at birth as three separate entities

- Virtual Instructor-Led Training (VILT) initiated as education modality for some courses (August 2019)
Washington Regional Transplant Community recognition

- Prince William Medical Center received the Leslie Ebert Award at the Synergy Symposium on Nov. 1. The award recognizes smaller hospitals that support organ, eye and tissue donation and a facility’s display of a culture of donation through various initiatives. Haymarket Medical Center was a runner up for this same award.

- Alisha Green, a registered nurse in Prince William Medical Center’s emergency department, was recognized as a Champion of Referrals and received a best-practice award for her work using clinical triggers to identify potential donors.

Preceptor appreciation

- Recognized more than 115 preceptors in October 2019 with a small gift delivered to them on the units by leaders

- Started formal preceptor program for nursing technical assistants

- Began annual preceptor update to reinforce consistency in training
New care units

- In June 2019, Prince William Medical Center opened its obstetric emergency department (OBED) within the labor and delivery unit. All outpatients arriving to labor and delivery will be evaluated in the OBED and pregnant patients who enter through the emergency department will be triaged to OBED as appropriate.

Nursing Annual Validations (NAV)

- Over the course of 3.5 days in November, 650 nursing team members completed Nursing Annual Validations (NAV). Many stations used gaming to assess knowledge and skills.
• Prince William Medical Center created a special care unit (SCU) in July 2019. The SCU serves as flex space accommodating three levels of care: Intensive care to adult and geriatric patients with a focus on single-organ system failure, intermediate-level critical care and/or medical-surgical patients.

• A surgical wellness center serving both Prince William Medical Center and Haymarket Medical Center opened in September 2019. The surgical wellness center provides pre-operative health screenings and testing for patients in a single location at a single time and is staffed with an advance practice registered nurse and perioperative registered nurses.

DAISY Awards
Prince William Medical Center and Haymarket Medical Center joined the DAISY organization in the third quarter.

Prince William Medical Center honorees:

- **Mariane Gomez** | registered nurse orthopedics/oncology (Quarter 3)
- **John Wilson** | licensed practical nurse behavioral health inpatient unit (Quarter 4)

Haymarket Medical Center honorees:

- **Brooke Travers** | registered nurse medical–surgical unit (Quarter 3)
- **Kirsty Steyn** | registered nurse medical–surgical unit (Quarter 3)
- **Ethan Newham** | registered nurse emergency department (Quarter 4)

Clinical Nurse Educators (November 2019)

- **Michelle Curran** | registered nurse women’s and children’s services
- **Sue Mahle** | registered nurse medical/surgical/behavioral health
- **Tori Martin** | registered nurse emergency department and critical care
- **Cassi Moxley** | registered nurse surgical services

Team Award:
2019 service line accomplishments and awards

Emergency department

- Left-without-treatment rates decreased to less than 2 percent because of an initiative to improve patient flow.
- Initiated discharge follow-up phone calls.

Behavioral health department

- Added advance practice registered nurses to the list of providers for inpatients.
- Completed renovations to the unit to minimize ligature risks.
- Sustained 100 percent compliance for Q15 minute safety rounding after a process-improvement intervention that was suggested by team members.
- Decreased incidence of contraband found on unit in collaboration with the public safety department.
- Began pilot program to train registered nurses to perform face-to-face evaluations for violent-restraint episodes in the absence of a provider.

Critical care unit

- Replaced continuous renal replacement therapy machines.
- Added Artic Sun temperature management system.
- Added non-invasive cardiac output monitoring.
- Increased scope of practice to include care of Impella patients.

Outpatient wound center

- Received Healogic’s President’s Circle Award in May 2018 for exceeding clinical and operational quality results for two consecutive years.
Orthopedics/oncology

- Increased the number of beds able to be flexed in high-volume situations from eight to eleven at Prince William Medical Center.
- Expanded orthopedic procedures at Haymarket Medical Center.

Medical/surgical

- Prince William Medical Center was named a tier-one unit for team engagement by Press Ganey.
- Haymarket Medical Center received its metabolic and bariatric surgery accreditation and quality improvement program certification.
- Initiated discharge follow-up phone calls.

Surgical services

Prince William Medical Center:

- Implemented Mako Robotic-Arm Assisted Total Knee replacement program.
- Hired first registered nurse resident.
- Updated its computer in the sterile core to streamline CensiTrac for Sterile Processing Department.
- Increased operating room volume by 232 cases in 2019.

Haymarket Medical Center:

- Added six new surgeons: two bariatric, two colorectal and two general surgicalists.
- Increased operating room volume by 411 cases in 2019.